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# F-22 flight tests resume

By Ray Johnson  
AF Flight Test Center Public Affairs

**EDWARDS AIR FORCE BASE, Calif.** – Flight testing for one of two F-22 Raptors here has resumed following a nearly four-week delay because of minute cracks found in the jets' canopies.

Aircraft 4002 resumed restricted test flights June 5.

The hairline surface cracks, which are less than an inch long, were discovered in a lower area where 140 bolts attach a 190-pound transparency to the canopy frame, and aren't

visible to a pilot sitting in the cockpit.

Safety concerns over possible bird strikes during low-level, high-speed test sorties, which might increase the chances of a canopy shattering, was one main reason for temporarily delaying flight tests of the next-generation fighter, according to Col. C.D. Moore, director of the F-22 Combined Test Force here.

Because of the conservative nature of the Raptor test program, the F-22 CTF wanted to completely understand the cracks' impact, especially with the F-22 being pushed toward the flight envelope's edge during every sortie.

An F-22 tiger team has determined an existing canopy has sufficient residual strength for continued flight tests "as is," following an intensive investigation into the canopy cracking phenomenon, according to F-22 program officials. While testing with this canopy, 4002 will be operating under restrictions to minimize the risk of a catastrophic bird strike (avoiding the high speed, low altitude region), but this limitation has no effect on the completion of the required testing. Additional new canopies are being fabricated for the remaining test aircraft.

The F-22 canopy tiger team included representatives from the aircraft's canopy transparency manufacturer, Sierracin Sylmar Corp., as well as F-22 and F-16 canopy ex-

**continued on Page 4**



*F-22 Raptor Aircraft 4002 resumed flight testing June 5 following a nearly four-week delay after minute cracks were discovered in the canopy of two Raptor test aircraft. (U.S. Air Force Photo by Derk Blanset)*

## Former Air Force Secretary dies

**WASHINGTON** – The last surviving founder of the U.S. Air Force and its seventh service secretary died June 5. Funeral services will be here June 8 for Eugene M. Zuckert who was 88 years old.

Mr. Zuckert was one of a small group of civilians and officers who created the Air Force and was the last survivor of the 16

initial presidential appointees in the Department of Defense.

He was appointed secretary of the Air Force on Jan. 23, 1961 and served until Sept. 30, 1965. His tenure spanned the Cuban missile crisis and the beginning of the Vietnam War.

## NEWSBYTES

### E-6, E-7 promotions reach all-time high

**RANDOLPH AIR FORCE BASE, Texas (AFPC)** – The promotion lists for master and technical sergeant, which will be released June 8, represent a record-setting percentage of promotions for 2000.

The Air Force selected 7,536 of 19,269 eligible technical sergeants for promotion to master sergeant (39.1 percent) and 11,449 of 41,414 eligible staff sergeants for promotion to technical sergeant (27.6 percent).

The average master sergeant selectee scored 342.23 points under the Weighted Airman Promotion System and has 4.16 years time in grade and 16.87 years in service. The average technical sergeant selectee scored 334.60 WAPS points, has 6.42 years time in grade and 13.93 years in service.

A complete promotion list will be available June 9 by 5 p.m. CST on the Air Force Personnel Center's web site at [www.afpc.randolph.af.mil/](http://www.afpc.randolph.af.mil/).

### Reserve/Guard officer promotions announced

**DENVER (AFPN)** – The fiscal 2001 Air Force Reserve and Air National Guard line and nonline major, judge advocate general and chaplain captain and lieutenant colonel selection boards selected 25 captains, 1,604 majors and 74 lieutenant colonels for promotion.

The list was released June 2 and is available on the Air Reserve Personnel Center Homepage at <http://www.arpc.org/> under "Hot off the Press."

The selection board considered 26 lieutenants, 2,721 captains, and 117 majors for promotion.



## Letters to the editor

U.S. Air Force Online News publishes letters based on their appeal to an Air Force-wide audience each week. Send your letter to the U.S. Air Force Online News staff by completing the online form at

<http://www.af.mil/newspaper/>

Due to the number of letters, not all letters can be published. Letters may be edited for grammar and length. Only letters accompanied by a valid name and email address will be considered.

### GI Bill shouldn't pose financial hardship

Proposed reforms to the GI Bill (May 24) still overlook the biggest problem with the program: timing. The GI Bill is offered only once and it is when young airmen are bringing home the least amount of money they will make in their Air Force careers. ... Why not offer it each time an airman re-enlists or extends to stay with the Air Force? This is a benefit that should be offered throughout our careers. ...

**Senior Airman Jason L. Whitman**  
*Elmendorf AFB, Alaska*

### Focus on the benefits

I have been in the Air Force for a year and a half now and I'm still proud of the uniform I wear. And I know I'm not alone. I hope others like myself who are working to make their mark don't fall into the hole of "just finishing out a four- or six-year enlistment." Don't take your benefits for granted, it's easy to do if you're not paying attention to what you have going for you instead of what you have to do since you are a military member.

**Airman 1st Class Amanda R. Sears**  
*Little Rock AFB, Ark.*

# Effective leadership vital in today's changing AF

**By Lt. Col. David Boyer**  
*Peterson Air Force Base, Colo.*

The Air Force is changing. Deployments are frequent, workloads are heavy and many have been experiencing the effects. These problems aren't due to world tensions or personal problems at home. They're occurring in work centers across the Air Force right now. Retention and recruitment are growing challenges. There are funding issues that need to be solved. Why is this happening?

The responsibilities of the armed forces have been shifting from "warfighter" to "peace-keeper." Since the end of the Cold War, national policies and strategies have been changing as well. These factors have created an identity crisis within the services.

How will we handle these changes? Senior leadership is working on solutions, but today's changes are so sweeping, it's going to take time for the military to adapt to everything that's happening. So as leaders in the wing, groups and squadrons, we must come up with flexible plans that clear a path to the Air Force of the future.

This brings me to the question: Where do we start? Leaders have to provide a vision of what their organizations have to do. This vision has to be communicated to the troops.

The troops will be the ones to make the vision a reality. But keep in mind, even the hardest working people have their limitations. Leaders have to be realistic. Things take time, skills and resources that may not be readily available. People also need time to adapt to new ideas and ways of doing things. If you don't allow for these factors, your people will have difficulties and your vision may fail. Plan one step at a time within the constraints you have. Set realistic goals, and celebrate when you meet them.

But having a vision doesn't mean you can step back and let others make it happen. You must nurture your subordinates. There's nothing more satisfying than praise from the boss. But that doesn't mean it should be

overdone. If everything is praised, the value of praise is lost. Also, while individual recognition is important, so is recognizing how people work together as a team. Everyone working together gets the job done, not individuals.

Aside from praising your people, there's another leadership technique that can help get the job done and make life easier. It's called courtesy. Although military leaders have the power to order their troops, it's a good idea to be considerate. A little bit of kindness goes a long way when you're asking someone to do a difficult or unpleasant task.

Just adding "please" when you request something and "thank you" when the job is done can let them know you appreciate their hard work and help make that person's day a little brighter. In these times of uncertainty, respect for each other is a must.

Leaders should take responsibility for the risks associated with their decisions and recognize their people when things go well. When things turn out great, give credit where it's due — to your people. If things fail, accept the blame. It's the price you pay for being "the boss." If you don't, who will want to follow you?

Finally, leaders should trust their people. Air Force people know their jobs better than anyone. I've found more often than not, if you put your trust in your people and empower them to get the job done, they'll almost always exceed your expectations.

Leading is difficult, especially during changes, but keeping these things in mind makes it a little easier: Reality affects how we do our jobs. Praise and courtesy can go a long way to getting the job done better. Leaders must accept responsibility for their decisions and trust their people to get the job done. Only when working as a team will we get through the rough times and see the results of our hard work — a new and improved Air Force.

*(Colonel Boyer is assigned to the 821<sup>st</sup> Support Squadron.)*

Leadership



# Air Force Drug Lab yields positive results

By Senior Airman Oshawn Jefferson  
Air Force Print News

**BROOKS AIR FORCE BASE, Texas** – The phone rings at your desk and it's the orderly room. Once again you've been dinged for a urinalysis. For most of us, this is just an unwanted annoyance during our busy day. But for the Air Force Drug Testing Labora-



*Rose Arispe, Air Force Drug Testing Laboratory, checks the bar codes on urine samples in the immunoassay laboratory, Brooks Air Force Base, Texas. (U.S. Air Force photo by Senior Airman Oshawn Jefferson)*

tory here, winner of the 1999 General Ronald Yates Team Excellence Award and a Chief of Staff's Team Excellence finalist, this is the first step in promoting a "fit force."

"We pride ourselves on helping to make sure the Air Force is drug free," said Lt. Col. James Swaby, AFDTL's division chief.

The lab's primary mission is to deter and detect the use and abuse of controlled and illegal substances by military people through a comprehensive drug-testing program. Drugs are detected in urine samples using three separate laboratory procedures. The first two tests are immunoassay procedures and the final test is gas chromatography/mass spectrometry. The GCMS testing yields an almost fingerprint-like identification of the drug.

All three tests must be positive before a service member's sample is reported positive. The lab prepares litigation packages on positive samples and provides toxicologists as expert witnesses in support of Air Force judicial courts-martial.

The lab also develops new methodologies for drug detection in response to changing drug threats. "We are continually searching for new methods to improve current testing and developing new methods for changing drug threats," said Lt. Col. James Kuhlman, AFDTL technical director. "People are always finding a new kind of drug to abuse

or thinking of ways to mask their drug use."

As one of six Defense Department forensic toxicology drug detection laboratories, AFDTL is the sole laboratory testing Air Force members' samples. The lab performs more than 2 million member and quality control drug tests annually on more than 300,000 service member samples. Urine samples are tested for evidence of drug abuse from marijuana, LSD, cocaine, amphetamines, barbiturates, morphine, codeine, PCP, ecstasy and others.

"AFDTL is a key player in the field commander's ability to maintain a healthy, operational ready force," Colonel Swaby said. "We maintain very high standards because we can't afford to make a mistake when a service member's career is at stake."

The laboratory is accredited by DOD and is inspected at least three times per year. It also has a very extensive quality assurance program and participates in open and blind proficiency programs.

The AFDTL is not only a top-rated lab in DOD for accuracy but also for efficiency. Improvements in efficiency are the result of some major changes since 1996.

"When I first arrived the lab was in trouble and needed some major reengineering and reorganization," Colonel Swaby said.

*This article is available in its entirety online.*

## AF journey combines air, space

By Staff Sgt. A.J. Bosker  
Headquarters United States Air Force

**WASHINGTON** – Aerospace integration is part of the Air Force journey, combining evolving air and space competencies, to become a full spectrum aerospace force, said Brig. Gen. John L. Barry, director of Strategic Planning, Deputy Chief of Staff for Plans and Programs, Headquarters Air Force.

The aerospace continuum defines the domain in which the Air Force will operate, General Barry said. "Aerospace Integration addresses how (the Air Force) can best combine the unique capabilities that (it possesses) in air and space to become the most efficient and effective aerospace force it can.

By becoming a full spectrum aerospace force the general explained, "We remain loyal to our core purpose as a military institution

– to be a force that enhances our nation's joint warfighting capabilities and continues to guarantee the security of the United States."

There will be challenges on the journey to becoming a full spectrum aerospace force, according to General Barry.

"This will be a cultural adjustment," he said. "As we become more dependent on space, it will have to become a larger part of how we fight our wars. There will be some cultural biases and 'tribal' mentalities within our Air Force that we must work on to become a more unified team.

"We can accomplish this by educating our forces on the importance of becoming one unified aerospace force to meet the needs of the 21st century," he said.

The Air Force is expanding its emphasis on aerospace integration education to exist-



*Aerospace Integration addresses how the Air Force can best combine the unique capabilities it possesses in air and space to become the most efficient and effective aerospace force possible.*

ing professional military training for both officers and enlisted members, General Barry said. It is even working to foster an increased understanding of aerospace integration among its newest troops in basic military training.

*This article is available in its entirety online.*





# AFMC study paves way for reshaping work force

By Staff Sgt. Carl Norman  
AFMC Public Affairs

**WRIGHT-PATTERSON AIR FORCE BASE, Ohio** (AFMCNS) – Unbalanced experience levels and likely civilian retirements threaten Air Force Materiel Command's mission and force sustainment capability, but the command hopes a recently released study will put things back on track.

The study, "Sustaining the Sword," calls for new and more efficient ways to recruit and train people. As of August 1999, 38 percent of the command's nearly 61,000 civilian employees are retirement eligible and personnel officials expect that number to rise to 68 percent by fiscal 2007.

To help fill potential vacancies and redistribute the command's work force, AFMC anticipates having to hire 26,000 people now through 2007.

"This is just as serious a problem as the overall Air Force blue-suit recruitment issue," said Gen. Lester Lyles, AFMC commander. "The civilian work force – constituting 60 percent of our people – is part of our total



Monty Thomas inspects a weld on a jet engine. Mr. Thomas works in the case weld shop of the Oklahoma City Air Logistics Center's propulsion directorate at Tinker AFB, Okla.

force equation.

"We need to get people in place who will maintain and build on this command's reputation for excellence. We have a larger-than-life task ahead of us, but we'll do it as smart and painlessly as possible," he said.

*This article is available in its entirety online.*

## F-22 flight tests resume

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perts from Lockheed Martin Aero and the Air Force, said Maj. Gen. Claude Bolton, Air Force program executive officer for fighter and bomber programs.

The team's preliminary findings suggest the root cause of the cracking is most likely higher than expected stresses induced during manufacturing, assembly, and installation operations of the transparency and canopy

assembly and/or degraded material due to a chemical reaction on the transparency material, polycarbonate.

Both General Bolton and Colonel Moore noted the cracking isn't an unusual aircraft development issue; this has happened before during flight testing for other weapon systems.

*This article is available in its entirety online.*

## Study to focus on vets with heart disease

by Dewey Mitchell  
Wilford Hall Medical Center

**SAN ANTONIO** (AFPN) — A \$14 million Department of Defense study will focus on determining optimal care for patients suffering from congestive heart failure.

The study will be conducted by a team at the University of Texas Health Science Center in San Antonio, who will work closely with medical staffs at Wilford Hall Medical Center, Brooke Army Medical Center and Audie Murphy Veterans Administration Hospital.

About 1,500 patients will be monitored over 27 months, including some 400 active duty and retired patients and 400 veterans of the military services.

Maj. Gen. Wynn Mabry, Wilford Hall commander, explained the significance of the study. "This project is designed to determine the optimal care for patients suffering from congestive heart failure," he said. "In conjunction with others in the study, our patients will receive varying intensities of home health care to improve survival, reduce hospitalization and maximize their quality of life."

Patients will be monitored by nurse case managers who will watch their progress and work closely with primary care doctors. The nurses will watch for warning signs such as weight gain, increased fatigue or irregularity in taking medications. Some of the patients in the study will also be given monitoring devices to use at home.

*This article is available in its entirety online.*



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